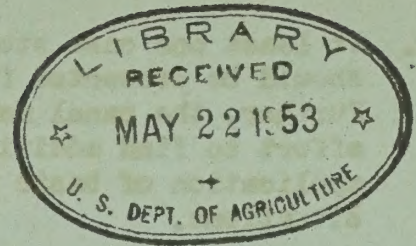


SUPERVISORY CONFERENCE  
April, 1953



In recent years a relatively new philosophy of administration, management, and supervision has gained wide acceptance in the fields of private and public administration. This new philosophy is sometimes called democratic management and sometimes referred to as human relations in management. Also, but less frequently, it is referred to by such terms as "human engineering," etc. Briefly, the terms simply express the philosophy that the worker who finds satisfaction in his work and who can find, within the framework of group effort, opportunity for expression of individuality and creativity, will be a willing and cooperative worker. Consistently such cooperation and willingness on the part of the worker has been found to be a basic factor in maximum production.

Of particular importance to those who participate in these conferences is the vital role occupied by supervisors in the process of democratic management. The supervisor is a leader and, as such, he is responsible for obtaining the concerted effort of those he supervises to achieve the goals of the organization. Therefore, we cannot over-emphasize that after technical skill itself, effective supervision is the key to maximum production through democratic management.

In order to achieve a better understanding of the meaning of democratic management and a consciousness of the vital role of the supervisor in efficient production, the topics for discussion in this series of meetings have been selected with the following objectives in mind:

1. To explore the nature of administration, management, and supervision in private and public administration. (1st - 3rd week)
2. To investigate the development and logic of the principles of human relations in democratic management. (4th - 5th week)
3. To relate the principles of human relations to everyday supervisory responsibilities. (6th week)

Method Each member of the group has been assigned as a member of a small panel which will present one of the six major topics. Each panel will be moderated or chaired by a person who is not a member of the supervisory conference group.

There will be no fixed method of presentation of the topic. However, this matter is important from the viewpoint of conducting successful meetings and should merit the careful attention of the members of the panel and the panel chairman. Likewise, there will be no fixed "content" for the presentation of the topic as this will also be developed by the chairman and the members of the panel. However, the following guidelines are suggested:



- a. At least one case study, related to the topic for the session, should be presented for discussion by the entire group. Further, the panel members and chairmen should exert special effort to find additional means of emphasizing the practical application of basic supervisory principles to everyday office situations.
- b. Visual aids should be put to maximum use: blackboards, charts, graphs, film strips, short motion pictures, etc.
- c. Presentations by the panel should be closely timed and these presentations, plus discussion of the case study, should be short enough to permit at least one-half hour of discussion of the general topic by the entire group.

Panel members will be asked to prepare a written joint report summarizing their presentation of the assigned topic. This report should also include any significant aspects of the discussion of the topic during the meeting.

Topics or Areas of Study Following is a listing of the six topics which will constitute the areas of study during the course of this program. Under each topic there is listed a number of items related to the topic. This is not intended to be a comprehensive or mutually exclusive listing of all aspects of the topic which might be discussed, nor is it intended that the members of the panel should confine themselves to the aspects listed or that all aspects listed should necessarily be included in the presentations. The breakdown is meant merely to serve as a guideline or a starting point, or to give suggestions to the panel members. It is the responsibility of the panel members, with the advice and assistance of the panel chairman, to decide which aspects of their topic should be covered in the presentations.

The references following each topic are meant merely to be guides and starting points for the exploration of the subject, and participants should explore other literature related to their topic as much as possible.



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FIRST WEEK

Topic: Administration

Panel: Earl W. Loveridge, Assistant Chief, Forest Service, Moderator  
Charles A. Jackson, Jr.  
Albert B. O'Donnell  
Ralph Foreman  
Reginald E. Cole

Analysis of framework within which administrators operate in the Federal Government, such as budget process, public opinion, constitutional law, statutory law, legislative-executive relations, etc; characterization of distinction between administration, management, and supervision; the "content" of the administrative process, such as planning, organizing, staffing, etc; administrative leadership; the group process in administration.

Suggested References:

Appleby, P., Policy and Administration  
Barnard, C., The Functions of the Executive  
Fayol, H., Industrial and General Administration, 1930  
Gaus, J., Reflections on Public Administration  
Gulick and Urwick, Papers on the Science of Administration, 1937  
Holden, Fish-Smith, Top Management, Organization and Control  
Learned, Ulrich and Booz, Executive Action  
Leighton, A., The Governing of Men, 1945  
Lepawsky, A., Administration, 1949  
Metcalf and Urwick, Dynamic Administration - The Collected Papers of Mary Parker Follett  
Morstein Marx, Elements of Public Administration, 1949  
Sheldon, O., The Philosophy of Management  
Simon, H., Administrative Behavior, 1947  
Simon, Smithburg and Thompson, Public Administration, 1950  
Stein, H., Public Administration and Policy Development  
Tead, O., The Art of Administration

Pamphlets and Periodicals:

Commentary, January 1947, pp. 79-88  
Fortune, (Entire Issue), November 1946  
Personnel Administration, January 1951. Vol. 14, No. I, pp. 15-31



## SECOND WEEK

### Topic: Organization

Panel: Mark M. Kirkham, Assistant Chief, (Administration), Bureau of Dairy  
Industry, Agricultural Research Administration  
Karl Itkin  
Arthur H. Schartner  
Denver G. Clubb  
Stephen J. Lanigan

The historical development of organization principles; scalar principle; types of organization including functional and line-staff; the relation of line to staff units and vice-versa; problems of organization; unity of command; brief mention of the informal organization; (this should be fully covered at a later meeting); span of control; etc.

#### Suggested References:

- Barnard, C., The Functions of the Executive, 1947  
Brown, A., Management of Industry, 1948  
Dutton, H. P., Principles of Organization, 1931  
Gulick and Urwick, Papers on the Science of Administration, 1937, pp. 1-96  
Holden, Fish-Smith, Top Management, Organization and Control  
Lansburgh, Industrial Management, 1940  
Miller and Form, Industrial Sociology, 1951  
Mooney, The Principles of Organization  
Morstein Marx, Elements of Public Administration, 1949  
Simon, H., Administrative Behavior, 1947  
Simon, Smithburg and Thompson, Public Administration, 1950



### THIRD WEEK

#### Topic: Policy

Panel: Robert T. Beall, Executive Officer, Office of the Administrator, Rural Electrification Administration

Kenneth O. Peters

Julius J. Ausen

W. Bernard Loving

Charles R. Ballard

Definition of policy; how to formulate and execute policy, stressing policy both as a management technique and as a factor in management which affects human nature; distinction between legislative and administrative policy; distinction between policy and procedure; characteristics of good policy; etc.

#### Suggested References:

Appleby, P., Big Democracy

Appleby, P., Policy and Administration

Dimock, M., The Executive in Action

Gaus, J., Reflections on Public Administration

Glover and Hower, The Administrator, 1949

Heyel, C., Reading Course in Executive Technique (Section I, Book I)

Holden-Fish-Smith, Top Management, Organization and Control

Lepawsky, A., Administration

Morstein Marx, Elements of Public Administration, 1949

Pfiffner, The Supervision of Personnel, 1951

Pigors, P., Effective Communication in Industry

Seckler-Hudson, C., The Processes of Organization and Management

Simon, H., Administrative Behavior, 1947

Simon, Smithburg and Thompson, Public Administration, 1950

#### Pamphlets and Periodicals:

Zander, A., The Problem of Resistance in Creating Social Change, 1949



## FOURTH WEEK

### Topic: Management Techniques

Panel: Edward F. Wilson, Assistant Chief, Operations Division, Rural Electrification Administration  
John H. Scoltock  
Leo A. McCarthy  
Charles W. Fitch  
Stanley M. Sorensen

Origin and development of the scientific management movement; principles of scientific management; current trends; explanation and demonstration of production planning and control; work planning and scheduling; organization and methods techniques; work standards and work measurement; description of the results of the Hawthorne Studies.

#### Suggested References:

- Chase, S., Why Men Work  
Clark, W., The Gant Chart: Its Principles, Techniques, Application and Use  
Copley, F., Frederick W. Taylor; Father of Scientific Management, 1923  
Davis, R., Industrial Organization and Management, 1940  
Drury, H. B., Scientific Management, A History and Criticism  
Filipetti, G., Industrial Management in Transaction, 1946  
Gardner, B., Human Relations in Industry, 1945  
Gaus, Wolcott, Public Administration in the USDA  
Holden, Fish-Smith, Top Management, Organization and Control  
Lansburgh, Industrial Management, 1940  
Maier, N., Psychology in Industry, 1946  
Mayo, E., The Social Problems of an Industrial Civilization  
Niles, M. C., Middle Management  
Person, H. S. (Editor), Scientific Management in American Industry  
Pfiffner, J., Public Administration, 1946  
Pfiffner, J., The Supervision of Personnel, 1951  
Riegel, J. W., Management, Labor and Technological Change, 1942  
Shell, I., The Techniques of Industrial Control  
Simon, Smithburg and Thompson, Public Administration, 1950  
Spriegel, W., Personnel Management, 1948  
Taylor, F. W., Scientific Management, 1947  
Thompson, C. B., The Theory and Practices of Scientific Management, 1917  
Yoder, D., Personnel Management and Industrial Relations, 1948  
Roethlisberger & Dickson, Management and the Worker  
Roethlisberger, F., Management and Morale, 1941  
Pamphlets and Periodicals:  
Commentary, January 1947, pp. 79-88  
Fortune, November 1946 (Article on Elton Mayo)  
Personnel Administration, V. 14, No. 1, pp. 15-31  
"Progress in Scientific Management," H. S. Person, Vol. 12, pp. 95-102, September, 1947  
"Planned Execution; The Issue of Scientific Management," H. S. Person, Vol. 10, pp. 131-138, December 1945  
"Genius of Frederick W. Taylor," H. S. Person, Vol. 10, pp. 2-11, January 1945



## FIFTH WEEK

### Topic: Human Factors in Management

Panel: Carl C. Taylor, Consultant on Rural Community Development Problems,  
Office of Foreign Agricultural Services, Moderator  
Ray P. Stokely  
Joseph H. Brewer  
G. L. Woodworth  
Viola Schmidt

Belief systems and attitudes; morale and motivation; individual differences; leadership; communications; employee participation in management; full explanation of the informal organization; etc.

#### Suggested References:

- Halsey, Handbook of Personnel Management  
Halsey, Supervising People, 1946  
Halsey, Training Employees  
Hoslett, S. D., Human Factors in Management, 1946  
Kalsem, P. J., Practical Supervision  
Laird, D. A. & E. C., Practical Business Psychology, 1951  
Maier, N., Psychology in Industry  
McCormick, The Power of the People  
Miller & Form, Industrial Sociology, 1951  
Metcalf & Urwick, Dynamic Administration: The Collected Papers of M. P. Follett  
Mosher & Kingsley, Public Personnel Administration  
Roethlisberger, F. J., Management and Morale, 1941  
Pfflner, J., The Supervision of Personnel, 1951  
Simon, Smithburg & Thompson, Public Administration, 1950  
Tead & Metcalf, Personnel Administration: Its Principles and Practice, Third Ed.  
Tead, O., Human Nature and Management, 1933  
Tead, O., The Art of Leadership  
Watson, Goodwin, Civilian Morale, 1942  
Whyte, W. F., Industry and Society  
Yoder, D., Personnel Management and Industrial Relations

#### Pamphlets and Periodicals:

- Advanced Management, Vol. 9, October, December 1944, pp. 148-153  
Applied Anthropology, Vol. 4 (Spring 1945)  
Scientific Monthly, "Bonds of Organization" March, 1948



## SIXTH WEEK

Topic: Supervisors' Responsibilities in Personnel Management  
(If necessary to adequately cover the material, an extra meeting may be conducted.)

Panel: Strother B. Herrell, Assistant Director, USDA Office of Personnel,  
Moderator  
Louis K. Jorgensen  
Frank Speh  
Louis D. Knowles  
Charles P. Miller  
Warner T. Smith

Report on "Productivity, Morale, and Supervision in an Office Situation," by Katz, Maccoby and Morse; elements in the supervisor's personnel job: ascertaining employee problems, counseling, discipline, staffing and placement, classification, job descriptions, performance ratings, training and development, etc.

### Suggested References:

Brooks, Earl, In-Service Training of Federal Employees, 1938  
Chase, Stuart, Why Men Work  
Halsey, G. D., Supervising People, 1946  
Halsey, G. D., Training Employees, 1949  
Hoslett, S. D., Human Factors in Management, 1946  
Kalsem, P. J., Practical Supervision  
Katz, Maccoby and Morse, Productivity, Morale and Supervision in an Office Situation  
Leffingwell & Robinson, Textbook of Office Management, 1943  
Leighton, A., Governing of Men, 1946  
Miller & Form, Industrial Sociology, 1951  
Mosher & Kingsley, Public Personnel Administration, Third Edition, 1950  
Pfiffner, J. M., The Supervision of Personnel, 1951  
Pigors & Meyers, Personnel Administration: A Point of View and a Method, 1947  
Simon, Smithburg & Thompson, Public Administration, 1950  
Tead & Metcalf, Personnel Administration: Its Principles and Practice, Third Ed.  
Torpey, W. G., Public Personnel Management, 1952

### Pamphlets and Periodicals:

Staff Development - The Supervisor's Job, FSA Training Manual #6